

*Amg*

20 July 1977

General George S. Blanchard, USA  
Commander in Chief  
United States Army, Europe and Seventh Army  
APO New York 09403

Dear George:

25X1 ☐ Thank you for your thoughtful and perceptive letter. I agree with your premise that our ultimate goal for NATO intelligence should be interoperability based on a multidisciplinary and multinational approach. I also recognize, as I am sure you do, that such a goal is for very practical reasons not fully attainable under present circumstances.

25X1 ☐ Certainly we ought to ensure that the intelligence provided to NATO tactical commanders is as good, comprehensive and timely as possible; and that our intelligence organizations are structured to the maximum feasible extent to assist combat forces operating in a multinational environment. I will lend my full support to the various actions in progress toward this end and explore additional measures that might profitably be undertaken. At the same time, however, it will be necessary to protect our vital intelligence sources and methods. If providing intelligence derived from sensitive systems or other capabilities resulted in compromise of that capacity, or alerted targets so that they could initiate countermeasures, then the intelligence in question could be irretrievably lost. Hence, as you appreciate, we are constantly involved in balancing off equally valid and important considerations of getting intelligence to those who need it and assuring the future prospects of obtaining such intelligence.

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☐ With regard to the national-tactical interface, I recognize your views on the limitations in the application of national systems to your tactical intelligence requirements. At the same time, I do not believe that we have begun to scratch that surface. I recently reluctantly turned down a proposal to test the usefulness of an ELINT satellite to one of your exercises on the grounds of security. I do believe, however, that we must push hard to get reliable and secure transmittal directly from national systems to you; and that you, in turn, must have the right and opportunity to task national systems directly.

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☐ The issue you raise regarding the integration of intelligence derived from a variety of collection disciplines is also one which we are trying to deal with at the national level. We have a long way to go in this area, but I am hopeful that one of the significant improvements to come out of our current study of the organization and functioning of the Intelligence Community is the creation of a single coordinator of our various collection efforts. This issue is separate from the controversial one of authority over NSA. I believe we will all agree on making someone responsible for using each collection device most effectively and providing the producer the best-rounded comprehensive data it is possible to obtain.

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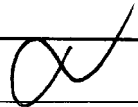
☐ I am very encouraged that our dialogue on these matters of concern to us is continuing. There are lots of real problems to be dealt with, and I am optimistic that an organized and realistic approach will permit us to resolve many of them, in whole or in part, in the months ahead. Many thanks for sharing your thoughts with me. I look forward to our next discussion.

Yours,



STANSFIELD TURNER

SECRET

<b>TRANSMITTAL SLIP</b>		DATE 20 July 1977
TO: The Director		
ROOM NO.	BUILDING	
REMARKS:  Page two of draft letter to General Blanchard was rewritten per your notes, and is now ready for your signature.		
FROM: RFR 		
ROOM NO.	BUILDING	EXTENSION

FORM NO. 241  
1 FEB 55REPLACES FORM 36-8  
WHICH MAY BE USED.

(47)

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Copy No 3

15 JUL 1977

MEMORANDUM FOR: Director of Central Intelligence

FROM : John N. McMahon  
Acting Deputy to the DCI for the  
Intelligence Community

SUBJECT : Intelligence Support in Europe (U)

REFERENCE : Letter from General G. S. Blanchard, USA,  
CINCUSAREUR, to DCI dated 10 June 1977,  
same subject

5X1 1. ☐ Action requested. Attached are two letters proposed as alternative replies to referenced letter. One reply generally supports General Blanchard's goals for improving the intelligence provided NATO (and US) commands in Europe, but makes no substantive commitments and emphasizes the attendant security risks. The alternative reply addresses more specifically and positively the issue of "opening the faucet" to NATO. We recommend you approve and sign the former letter.

5X1 2. ☐ Background.

a. In his recent letter, General Blanchard discusses his "philosophy on intelligence in Europe" and raises three major issues. These involve the need to:

-- achieve a totally integrated, interoperable NATO peacetime intelligence structure through, among other things, a fuller exchange of information;

-- develop a "stand alone" tactical capability by plugging gaps in theater organic collection capabilities, recognizing the "additional dimension" that national systems provide to tactical sensors; and

-- combine the information from all collection disciplines into integrated intelligence products, keyed to current operations.

5X1 Downgraded to CONFIDENTIAL/NF  
upon removal of Tabs

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Distribution:

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8 - D/OPEI

9 - D/OPP

10 - D/OPBD

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12 - C/OPEI/ID

13 - C/OPEI/SD

14 - C/OPEI/HRD

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17 - IC Registry

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Tab A

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Executive Registry

26-4163

DCI/IC 76-0837

2 DEC 1976

MEMORANDUM FOR: Director of Central Intelligence

FROM:

[REDACTED]  
Deputy to the DCI for the Intelligence  
CommunitySUBJECT: U.S. Intelligence Support to Allied  
Command Europe (ACE)

1. The purpose of this memorandum is to inform you of actions under way to provide timely intelligence support for tactical battle management at designated command centers within the NATO military structure. A secondary purpose is to correct certain impressions you may have drawn from the attached Bonn cable in which George Carver reported on a recent visit with General Ellis, CINCUSAFE.

3. A major subset of the data to be provided is communications intelligence. Within NATO, and particularly in the Central region, [REDACTED]

[REDACTED] In the past, however, comparatively little of this has been introduced to NATO, particularly in any way usable for battle management,

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8. We are continuing to monitor these developments on your behalf and will keep you informed as significant milestones are reached. When General Leavitt visits Washington, as indicated in the Bonn cable, we will certainly review with him all the planning and implementation actions in the intelligence support area.

Attachment:  
Bonn cable



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Tab B

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The Director of Central Intelligence

Washington, D. C. 20505

General George S. Blanchard, USA  
Commander in Chief  
United States Army, Europe and Seventh Army  
APO New York 09403

Dear George:

25X1 ☐ Thank you for your thoughtful and perceptive letter. I agree with your premise that our ultimate goal for NATO intelligence should be interoperability based on a multidisciplinary and multinational approach. I also recognize, as I am sure you do, that such a goal is for very practical reasons not fully attainable under present circumstances.

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right & opportunity to look at the  
systems directly.

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Tab C

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77-4900

20 JUN 1977

25X

MEMORANDUM FOR: Major General Harold R. Aaron, GS  
Assistant Chief of Staff for Intelligence  
Department of the Army

SUBJECT: Contribution for Presidential Meeting (U)

X1 ☐ Thanks so much for your contribution of 11 May for use in one of my regular intelligence briefings of the President. I was able to incorporate some of your material on the use of national satellites for tactical purposes in my briefing on 14 June. It was well received. Thanks again. Don't hesitate to forward other significant items.

*ST*

STANSFIELD TURNER

- 1 - DCI
- 1 - DDCI
- 1 - AD/DCI/IC
- 1 - DDI
- 1 - DDS&T

X1 (The above routing per BCEvans)

✓ ER

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EXECUTIVE SECRETARY FILE *Army*

# EXECUTIVE SECRETARIAT

## Routing Slip

TO:		ACTION	INFO	DATE	INITIAL
1	DCI		✓		
2	DDCI		✓		
3	D/DCI/IC	✓			
4	DDS&T				
5	DDI				
6	DDA				
7	DDO				
8	D/DCI/NI		✓		
9	GC				
10	LC				
11	IG				
12	Compt				
13	D/Pers				
14	D/S				
15	DTR				
16	A/DCI/PA				
17	AO/DCI				
18	C/IPS				
19	DCI/SS				
20					
21					
22					
SUSPENSE		30 JUN Date			

### Remarks:

To 3: The DCI has the original. Please review and comment to him on the attached.

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6 APR 1977

Dear George,

I can't help responding to thank you for your thoughtfulness in sending such a warm note of congratulations. Both Pat and I appreciate it very much.

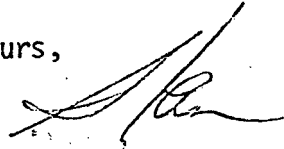
I must say that this abrupt shift in professional directions took me by storm. I have become very excited at the prospect of what can be done in this new capacity. I only hope I can live up to the President's and your expectations.

I, too, thought back on our conversations about how to promote the morale and welfare of our people in the military. I continue to think of it as the number one problem that we face. It isn't likely to be in my sphere back here, but I certainly will put in a word whenever I can.

One thing I want very much to do is to eradicate the impression that the Director of Central Intelligence does not pay enough attention to supporting military commanders in the field. Unfortunately, I was never a U.S. Commander-in-Chief, and hence I have not personally experienced what the intelligence support is like. I do have a conviction that there must be more interplay between the non-DoD elements of intelligence and those of DoD if you commanders are going to get the support you need. It seems to me we must find a way for you to tap the potential of some of our "national" systems for tactical purposes. The national assets have capabilities you cannot replicate with purely military assets, I believe. Hence we must look more today than perhaps ever before to harmonizing the contributions of all elements of the Intelligence Community in your support. In any event, I would appreciate any views on the strengths and weaknesses of the intelligence support you are receiving when we next meet.

We will look forward to keeping in touch and hopefully seeing you and Beth on one of your trips to Washington. In the meantime, we both send thanks and very warmest regards.


Yours,



STANSFIELD TURNER  
Admiral, U.S. Navy

General George S. Blanchard, USA  
CINC, US Army Europe and Seventh Army  
APO New York 09403





HEADQUARTERS  
UNITED STATES ARMY, EUROPE and SEVENTH ARMY  
Commander in Chief  
APO New York 09403

21 March 1977

Dear Stan:

Little did Beth and I know when you were a guest in our home in Heidelberg such a short time ago that you would be nominated for Director of the Central Intelligence Agency. Heartiest congratulations to you (I think) for the great honor that has been paid to you and to the military and also because you are one of the few people I know who has the intellectual and physical vigor that will be essential to perform this job in a way that will be of benefit both to the President and to the country. Though I do not envy you in the important decisions you will be required to make and the judgments you will take, I still rest easier knowing who is making these judgments.

I think back also to the number of discussions we had on Sunday afternoon about what we can do to take better care of our people and to take better care of our soldiers, sailors and airmen in the Services. We need to do a great deal, and perhaps from your vantage point you can put in a word here and a word there in a way which will assist our troops. I'm rather convinced that unless we make some very special efforts in the next few years, our all-volunteer force will not succeed in the great endeavor in which we are presently embarked. I have watched it mature to a force in Europe that we can be very proud of, and I fear for its future.

In the meantime and in the pursuit of your most important and essential actions and recommendations, please know that you have behind you a recognition and an awareness by many many friends in the Services that real quality is at the helm of our Intelligence efforts.

All the best to you and Pat from Beth and me.

Sincerely,



GEORGE S. BLANCHARD  
General, United States Army

P.S. Please don't try to answer this letter.  
I know of the many thousands you have  
already received, and I would appreciate  
just your receipt of my congratulations  
and the approbation.